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ABSTRACT

In April 1981, a survey was conducted by Howard Community College (HCC) to gather information on the job performance of its 1980 occupational program graduates. Surveys were sent to the employers of consenting graduates who were working full-time in jobs related to their field of study at HCC, requesting information on the educational requirements of the jobs held by HCC graduates, the adequacy of graduates' college preparation, ratings of graduates' vocational training, and comparative ratings of HCC graduates and others in the work force. Of the 60 employers contacted, 53 or 88% responded. The survey revealed: (1) 33% of the jobs held by HCC graduates required an associate degree (AA) and for another 43% an AA was preferred; (2) 90% of the employers found graduates' job skills adequate or more than adequate; (3) good or very good ratings were given by over 85% of the respondents to graduates' technical knowledge, work attitudes, and work quality; (4) 57.9% of the employers indicated that HCC graduates were better prepared for employment than other employees without vocational training; and (5) 98% of the employers would hire another HCC graduate in the same area. The study report contrasts HCC findings with statewide data and includes a breakdown of survey responses by occupational program. The questionnaire is appended. (AYC)

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EMPLOYER FOLLOW-UP, 1980

by

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and

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Research Report Number 28
May 1982

Office of Research and Planning
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Columbia, Maryland

JC 830 018

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BRIEF SUMMARY OF FINDINGS
RESEARCH REPORT NUMBER 28

TITLE: Employer Follow-Up, 1980

AUTHORS: Lawrence A. Nespoli, Executive Assistant to the President, and Susan K. Radcliffe, Research Specialist

PURPOSE: To provide an evaluation of the job preparation of 1980 occupational program graduates of Howard Community College, and of the vocational training received by those graduates.

METHODOLOGY: A survey instrument was developed jointly by members of the Maryland Community College Research Group and distributed statewide. Only employers of occupational graduates in full-time jobs related to their program of study were surveyed. Fifty-three of 60 employers of HCC occupational graduates returned completed questionnaires. Summary data are reported for HCC and statewide community college graduates. Individual program analyses are provided in Appendix C.

FINDINGS:

- o 33% of the jobs held by HCC graduates required an AA degree; for another 43%, an AA degree is preferred.
- o 90% of the employers found job skills adequate or more than adequate.
- o 86% found technical knowledge good or very good.
- o 94% found work attitude good or very good.
- o 96% found work quality good or very good.
- o 98% would hire another graduate in the same area.

I. INTRODUCTION

This research report presents detailed information on the job performance of 1980 occupational program graduates of Howard Community College. It is the second phase of the annual follow-up research done at the College to determine the education and/or employment activities of its graduates (see Follow-Up of 1980 Graduates, Research Report Number 25).

The project has been designed to survey the opinions of employers on the educational requirements of jobs held by HCC graduates, the adequacy of the job preparation of the HCC they employ, and the quality of the vocational training received by those graduates. Employers were also asked to compare the preparation of HCC graduates with that of other employees who did not receive similar educational training.

As was the case with the 1980 graduate follow-up study, the questionnaire developed for use in the current study was a joint effort by members of the Maryland Community College Research Group. Thus comparable statewide employer follow-up data are available, as they were in the 1978 Employer Follow-Up.

Data by individual occupational programs have been tabulated and are provided in Appendix C. These data will be of interest to those concerned with employer follow-up data on particular occupational curricula. However, due to the small size of the study population, the report itself will discuss only summary data -- both for Howard Community College and for community colleges statewide.

II. METHODOLOGY

The intent of the study was to survey only the employers of graduates of occupational programs and, within that group, only the employers of those in full-time jobs "directly related" or at least "somewhat related" to their program of study.[1] One hundred-forty respondents to the 1980 graduate follow-up (79 percent) reported immediate employment after graduation, 110 in full-time jobs. Graduates were asked for permission for the college to contact their employer for the purpose of evaluating the particular curricular program from which they graduated. Sixty of the students giving permission for the employer contact met the final criteria of graduating from an occupational program and working in a job directly or somewhat related to the program.

Survey forms were first mailed to the employers of these 60 graduates on April 15, 1981 with a follow-up mailing on April 29, 1981. As a result of these two mailings, 53 completed survey forms were received for a response rate of 88 percent.

---

[1] This information was available through responses to the graduate follow-up survey (see Table XVII, Follow-Up of 1980 Graduates).

III. FINDINGS

Educational Requirements for Employment

Employers were first asked to assess the level of education required for employment in the position held by the community college graduate. Table I summarizes the employer response.

Table I
Educational Level Required for Employment

For the job held by the community college graduate, is a two-year associate degree required?

Responses	HCC		Statewide	
	N	%	N	%
Yes, at least an Associate degree is required	16	32.6	171	29.3
No, but preference is given to holders of an Associate degree	21	42.9	264	45.3
No, and no preference is given	12	24.5	148	25.4
TOTAL Valid Responses*	49	100.0	583	100.0

Sixteen of the 53 employers of HCC career graduates (or 32.7 percent of those responding) stated that for the HCC graduate they supervise, at least an AA degree is required. Another 21 employers of HCC career graduates (42.9 per cent) indicated an associate degree is not required but that preference is given to a person who possesses an AA degree. Twelve of the 49 employers responding (24.5 percent) stated that an AA degree is not required and no preference is given to a holder of an associate degree. Statewide figures are similar.

Employer Assessment of Educational Preparation

Tables II-A through II-E present employer ratings of the educational preparation of community college graduates in various areas including performance of job skills, familiarity with tests and/or laboratory equipment required by the job, the ability to learn new techniques on the job, the ability to communicate with superiors, and the ability to work well with other workers.

Table II-A summarizes employer assessments of the educational preparation of community college graduates for the general performance of job skills from the beginning of employment. Slightly over ninety percent of the employers of HCC graduates who responded to the survey stated that they felt that HCC's preparation for employment in this area was adequate or better.

* Total on each table is the total number of employers responding to that item.

Table II-A
Adequacy of Job Preparation

Performance of job skills from beginning of employment:

Responses	HCC		Statewide	
	N	%	N	%
More than adequate	19	37.3	241	41.6
Adequate	27	52.9	311	53.6
Inadequate	5	9.8	28	4.8
TOTAL	51	100.0	580	100.0

Over 80 percent of HCC career graduate supervisors stated that they felt that HCC's preparation for employment -- as reflected in the career graduate's familiarity with test or laboratory equipment required by their job from the beginning of employment (see Table II-B) -- was at least adequate (adequate or more than adequate). Seven of the employers of HCC career graduates who responded to the survey (18.4%) remarked that test/equipment familiarity was inadequate.

Table II-B
Adequacy of Job Preparation

Familiarity with test or laboratory equipment required from the beginning of employment:

Responses	HCC		Statewide	
	N	%	N	%
More than adequate	13	34.2	143	32.7
Adequate	18	47.4	243	58.1
Inadequate	7	18.4	40	9.2
TOTAL	38	100.0	426	100.0

None of the employers who responded to the HCC survey rated the College's preparation in the area of their employee's ability to learn new techniques on the job as inadequate (see Table II-C). All found the employee adequate or more than adequate in this area.

Table II-C
Adequacy of Job Preparation

Ability to learn new techniques on the job:

Responses	HCC		Statewide	
	N	%	N	%
More than adequate	34	65.4	344	57.9
Adequate	18	34.6	243	39.1
Inadequate	0	-	7	1.1
TOTAL	53	100.0	594	100.0

Table II-D reports employer assessments of the ability of community college graduates to communicate with their superiors. Ninety-six percent of the employers of HCC career graduates stated that their assessment of HCC graduates' performance in this area was at least adequate (adequate or more than adequate).

Table II-D
Adequacy of Job Preparation

Ability to communicate with superiors:

Responses	HCC		Statewide	
	N	%	N	%
More than adequate	31	59.6	297	50.3
Adequate	19	36.5	268	45.4
Inadequate	2	3.8	25	4.2
TOTAL	52	100.0	596	100.0

Finally, based on their experiences of supervising HCC career graduates, 96.2 percent of the responding employers stated that HCC preparation in the area of the graduates' ability to work well with other workers was at least adequate (see Table II-E). Further, almost two-thirds of these employers at the local level (65.4%) rated this area as more than adequate.

Table II-E
Adequacy of Job Preparation

Ability to work well with others:

Responses	HCC		Statewide	
	N	%	N	%
More than adequate	34	65.4	343	57.6
Adequate	16	30.8	238	39.9
Inadequate	2	3.8	15	2.5
TOTAL	52	100.0	596	100.0

In sum, five areas of college preparation for employment were examined. In all five areas, 80 percent or more of the employers of HCC graduates rated college preparation for employment as adequate or more than adequate. In three of the areas (ability to learn new techniques on the job, ability to communicate with superiors and ability to work well with other workers), 95 percent of the employers described the preparation of HCC graduates as adequate or more than adequate.

Employer Assessment of Vocational Training

Employers were also asked to rate the vocational training received by community college graduates. They were asked to provide ratings for specific areas -- technical knowledge, work attitude, and work quality -- and also an overall rating of the vocational training received. Tables III-A through III-D present these data.

Employers of 1980 HCC career graduates generally gave high marks to the vocational training of their employee in the area of technical knowledge (see Table III-A). Twenty of the 51 employers responding rated this area as very good and 24 rated it as good making a total of over 86 percent of the responses as good or very good.

Table III-A
Adequacy of Vocational Training

Technical knowledge:

Responses	HCC		Statewide	
	N	%	N	%
Very good	20	39.2	241	41.3
Good	24	47.1	262	44.9
Neutral	6	11.8	71	12.2
Poor	1	2.0	8	1.4
Very poor	0	-	1	.2
TOTAL	51	100.0	583	100.0

Table III-B shows employer assessments of work attitude. Over 94 percent of the employers rated the vocational training received by their HCC career program graduate in this area as good or very good. This figure is equal to or better than the statewide pattern of responses on work attitude.

Table III-B
Adequacy of Vocational Training

Work attitude:

Responses	HCC		Statewide	
	N	%	N	%
Very good	35	66.0	357	60.9
Good	15	28.3	179	30.5
Neutral	1	1.9	39	6.7
Poor	2	3.8	11	1.9
Very poor	0	-	0	-
TOTAL	53	100.0	586	100.0

Work quality (Table III-C) was given a positive evaluation by both employers of HCC career program graduates and employers of state community college career program graduates, with over 96 percent of HCC employers and over 93 percent of the statewide employers indicating a rating of at least good (good or very good).

Table III-C
Adequacy of Vocational Training

Work quality:

Responses	HCC		Statewide	
	N	%	N	%
Very good	33	64.7	317	54.2
Good	16	31.4	227	38.8
Neutral	1	2.0	36	6.2
Poor	2	2.0	5	.9
Very Poor	0	-	0	-
TOTAL	51	100.0	585	100.0

Table III-D presents the overall ratings employers gave the vocational training received by community college graduates. Eighty-eight percent of the employers of HCC career program graduates rated the HCC vocational training as good or very good. The corresponding state figure is also 88 percent.

Table III-D
Adequacy of Vocational Training

Overall rating of vocational training received by employee as it relates to requirements of job:

Responses	HCC		Statewide	
	N	%	N	%
Very good	20	40.0	238	40.8
Good	24	48.0	275	47.2
Neutral	4	8.0	61	10.5
Poor	2	4.0	7	1.2
Very poor	0	-	2	.3
TOTAL	50	100.0	583	100.0

Finally, over 57 percent of the employers of HCC graduates (who responded to the item) indicated that these graduates are better prepared for employment than other employees who did not receive similar vocational training (see Table IV). Another 36.8 percent rated the preparation of HCC career program graduates as about the same as employees not receiving vocational training.

Table IV
Preparation Compared to Employees Not Receiving Vocational Training

Preparation in relation to other employees in work group who did not receive such training:

Responses	HCC		Statewide	
	N	%	N	%
Individual is better prepared	22	57.9	289	67.5
Both are about the same	14	36.8	119	27.8
Individual is less prepared	2	5.3	20	4.7
TOTAL	38	100.0	428	100.0

Would Supervisor Employ Another Graduate?

Employers were also asked if they would employ another community college graduate. Both HCC and statewide results to this item indicate that almost all employers would employ another community college graduate who has a degree or certificate in the same area as their current employee. Ninety-eight percent of the employers of HCC graduates responded in the affirmative (see Table V).

Table V
Would Supervisor Employ Another Graduate?

Would supervisor employ another graduate from the community college who has a degree or certificate in the same area as current employee?

Responses	HCC		Statewide	
	N	%	N	%
Yes	51	98.1	574	97.3
No	1	1.9	16	2.7
TOTAL	52	100.0	590	100.0

Employers were given the opportunity to specify any additional skills or areas of knowledge that, in their opinion, career program graduates of community colleges should have. These comments are presented in Appendix A.

IV. SUMMARY

Employers of 1980 HCC career program graduates gave the college and the occupational programs of the college very positive evaluations. Among the findings of the study to support this conclusion are the following:

--- over 95 percent of the employers rated the ability of HCC graduates to learn new techniques on the job, their ability to communicate with superiors, and their ability to work well with others as adequate or more than adequate.

--- over 88 percent of the employers responded good or very good when asked to rate the overall vocational training received by HCC graduates as it relates to the requirements of the jobs taken by those graduates.

--- over 98 percent of the employers stated that they would employ another graduate from Howard Community College who had a degree or certificate in the same area as the current graduate working for them.

This report presents an overall evaluation of career programs offered at Howard Community College as viewed by employers of its 1980 career program graduates. Overall the assessment is good. Of course, evaluations of individual curricular programs may vary considerably. For this reason, the program-specific data contained in Appendix C are of considerable importance. These data provide one basis for an ongoing evaluation of career programs. As such, they are a part of the overall program evaluation process at Howard Community College.

Appendix A

COMMENTS

1. Miscellaneous comments by employers of 1980 graduates on additional skills or areas of knowledge that an Associate in Arts or Certificate graduate should have.

Secretarial Science

"For our needs, additional exposure to calculators and basic math."

"None"

Nursing

"Ability to organize work. Graduates have difficulty in this area because the patient load is heavier than what they have been used to as students."

"More team leading experience (making assignments, organizing and setting priorities for the team)."

"More preparation in priority setting and organizational skills."

"Greater amount of clinical experience would make transition to role in general hospital easier and occur more rapidly."

"Need to be familiar with different medications."

"Individual should have more experience (on the job) while going through an AA degree program."

"More experience is needed in medical and surgical clinical knowledge."

"Ward management, delegating duties to subordinates, overall responsibility for Nursing Care as required by RN Nurse Practice Act."

"This employee was an LPN graduate from this Hospital prior to her RN program which enabled her to function at a higher level than the average new RN graduate."

"Ms. P. has been working on a Medical/Surgical unit which specializes in peritoneal dialysis. These students are not experienced in this field at all. Dialysis is expanding rapidly in Maryland and all students should have experience in this type of nursing."

"None for this particular work area."

"This person had a negative attitude at the beginning of her employment. She continues to fail to pay attention to detail."

"AA grads are usually unable to organize their work, handle a reasonable number of patients, or perform basic procedures without additional training."

"Acquire as many skills as possible while in school."

"Administrative management of a nursing unit."

Nursing (con't)

"N/A - This graduate had 9 years experience as an LPN, therefore technical skills are excellent but not solely due to educational preparation."

Data Processing

"OJT. Operation of IBM Equipment."

"Additional programming skills, ex. advanced cobol."

"Computer Architecture, Data Structures, Multi-programming Concepts, Some Language Theory."

Retailing

"Telephone skills. Writing short messages."

Vision Care

"I would like to see the optometric assistants have more training in vision therapy."

Business Administration

"Some management knowledge and handling people from different walks of life."

Biomedical Engineering

"Needs more emphasis on Analogue Circuitry & Analogue/Digital interface."

"A basic knowledge of how businesses operate such as on a profit-and-loss basis and the impact and desireability of proper dress habits. In field service, a good knowledge of speech and spelling skills is also desirable."

Accounting

"We require a B.S. degree plus an Accounting Associates Degree."

Business Management

"Interviewing, listening, and counseling skills are of particular importance to this office and would be an asset."

2. Miscellaneous comments by employers of 1980 graduates.

Secretarial Science

"Miss A has become an asset to our office and is truly an excellent performer. Hopefully, her courses at Howard contributed to her preparation for full-time work."

"We have been very pleased with S's skills in her job and in her attitude."

Nursing

"Miss M. had worked as a N.A. which was to her advantage."

"More emphasis should be placed on the fact that each one of us is a member of the health team and not individuals looking to do just as assigned. Graduates need more preparation in being prepared for the kinds of patients acute care facilities are seeing, and knowing this job demands shift, weekends, and holidays."

"This individual had a lot of additional experience other than her AA degree."

"My unit will be more than willing to assist in providing your students with clinical experience of both peritoneal dialysis and hemodialysis at Bon Secours Hospital."

"Miss N. is in a unique position and it is difficult to compare her with any others."

"My comments about Miss A. have to reflect her background. She has worked with us as an LPN for many years. She is not typical of AA grads."

"It has been a pleasure having Miss N. as a member of our staff. Not only is she always enthusiastic to help and work together, but she always does an excellent job."

"Excellent nursing program."

"The level at which an RN can function has more to do with individual differences in motivation, conscientiousness, goal orientation, and career plans than educational preparation."

Data Processing

"Mrs. A. has been able to use her degree and training to blend nicely with the rest of the staff."

"In our S/W group we write operating system software and real-time device control software. In this environment, little from a Data Processing COBOL applications background applies."

Biomedical Engineering

"From what I have seen of other graduates of HCC, I feel that Mr. A. is an exceptional individual and better qualified than most graduates."

"The students are well prepared to work in the medical/clinical environment which is so demanding."

Business Management

"Ms. A's past work experience was instrumental in her being hired in her present capacity. I am confident, however, that the management program at HCC was beneficial in further developing the skills she already possessed."

APPENDIX B

MARYLAND COMMUNITY COLLEGES
EMPLOYER QUESTIONNAIRE

The purpose of this questionnaire is to help your community college and the State Board for Community Colleges assess and improve their programs. Please return it in the envelope provided. Thank you for your assistance.

_____
Name of Graduate

_____
Graduate's Job Title

A. For the job held by the community college graduate you supervise, is a two-year associate degree required? (check one)

14
- ☐ 1. Yes, at least an associate degree is required
- ☐ 2. No, but preference is given to holders of an associate degree
- ☐ 3. No, and no preference is given

B. Based on your own experience of supervising a community college graduate, please indicate how adequately you feel the college prepared him/her in each of the areas listed below. (check appropriate response)

	More Than Adequate 1	Adequate 2	Inadequate 3	Not Observed or Not Applicable 4
15 Performance of job skills from beginning of employment	☐	☐	☐	☐
16 Familiarity with any test or laboratory equipment required by this job from the beginning of employment	☐	☐	☐	☐
17 Ability to learn new techniques on the job	☐	☐	☐	☐
18 Ability to communicate with superiors	☐	☐	☐	☐
19 Ability to work well with other workers	☐	☐	☐	☐

(over)

ITEMS BELOW FOR COLLEGE USE ONLY

1 2 3 4	5 6 7 8 9 10	11	12	13
ollege Code	Program Number	C A	B I A H W F	M F

13

C. Please rate the vocational training received by the individual in the following areas: (check appropriate response)

		Very Good 5	Good 4	Neutral 3	Poor 2	Very Poor 1
20	Technical knowledge	☐	☐	☐	☐	☐
21	Work attitude	☐	☐	☐	☐	☐
22	Work quality	☐	☐	☐	☐	☐
23	What is your overall rating of the vocational training received by this individual as it relates to the requirements of his/her job?	☐	☐	☐	☐	☐

D. As a result of this person's vocational training, how would you rate his/her preparation in relation to other employees in his/her work group who did not receive such training? (check one)

24
- ☐ 0. No basis for comparison
- ☐ 1. Individual is better prepared
- ☐ 2. Both are about the same
- ☐ 3. Individual is less prepared

E. In general, would you employ another graduate from this community college who has a degree or certificate in the same area as your current employee?

25
- ☐ 1. Yes
- ☐ 2. No Why? _____

F. Please specify any additional skills or areas of knowledge that you feel an Associate in Arts or Certificate graduate you employ should have.

_____

_____

_____

G. Please feel free to add any additional comments.

_____

_____

_____

H. If further evaluation of college programs is needed, would you be willing to share your expertise and be contacted by our faculty?

26 ☐ Yes ☐ No

Supervisor completing this questionnaire:

Name: _____

Title: _____

Company/Organization: _____

City/State/Zip Code: _____

APPENDIX C
Employer Follow-up Data By Occupational Programs

The tables in this appendix present employer follow-up data for Howard Community College by individual occupational programs. The numbers of the tables are keyed to those used throughout the text of the report.

TABLE IIA
Adequacy of Job Preparation
(Performance of job skills from beginning of employment)

PROGRAM	MORE THAN ADEQUATE		ADEQUATE		INADEQUATE		TOTAL	
	N	%	N	%	N	%	N	%
Accounting	1	25.0	3	75.0	0	-	4	100.0
Bus. Mgmt.	2	33.3	4	66.7	0	-	6	100.0
Housing	1	100.0	0	-	0	-	1	100.0
Sec. Sci.	5	71.4	2	28.6	0	-	7	100.0
Data Proc.	1	20.0	1	20.0	3	60.0	5	100.0
Nursing	3	17.6	12	70.6	2	11.8	17	100.0
Vis. Care	5	100.0	0	-	0	-	5	100.0
Carpentry	1	33.3	2	66.7	0	-	1	100.0
BMET	0	-	3	100.0	0	-	3	100.0
TOTAL	19	37.3	27	52.9	5	9.8	51	100.0

TABLE IIB
Adequacy of Job Preparation
(Familiarity with tests or lab equipment from beginning of employment)

PROGRAM	MORE THAN ADEQUATE		ADEQUATE		INADEQUATE		TOTAL	
	N	%	N	%	N	%	N	%
Accounting	0	-	1	100.0	0	-	1	100.0
Bus. Mgmt.	1	33.3	2	66.7	0	-	3	100.0
Housing	0	-	0	-	0	-	0	-
Sec. Sci.	2	50.0	2	50.0	0	-	4	100.0
Data Proc.	1	25.0	0	-	3	75.0	4	100.0
Nursing	3	18.8	9	56.3	4	25.0	16	100.0
Vis. Care	4	80.0	1	20.0	0	-	5	100.0
Carpentry	0	-	2	100.0	0	-	2	100.0
BMET	2	66.7	1	33.3	0	-	3	100.0
TOTAL	13	34.2	18	47.4	7	18.4	38	100.0

TABLE IIC
Adequacy of Job Preparation
(Ability to learn new techniques on job)

PROGRAM	MORE THAN ADEQUATE		ADEQUATE		INADEQUATE		TOTAL	
	N	%	N	%	N	%	N	%
Accounting	3	75.0	1	25.0	0	-	4	100.0
Bus. Mgmt.	6	85.7	1	14.3	0	-	7	100.0
Housing	1	100.0	0	-	0	-	1	100.0
Sec. Sci.	3	50.0	3	50.0	0	-	6	100.0
Data Proc.	2	40.0	3	60.0	0	-	5	100.0
Nursing	10	55.6	8	44.4	0	-	18	100.0
Vis. Care	5	100.0	0	-	0	-	5	100.0
Carpentry	2	66.7	1	33.3	0	-	3	100.0
BMET	2	66.7	1	33.3	0	-	3	100.0
TOTAL	34	65.4	18	34.6	0	-	53	100.0

TABLE IID
Adequacy of Job Preparation
(Ability to communicate with superiors)

PROGRAM	MORE THAN ADEQUATE		ADEQUATE		INADEQUATE		TOTAL	
	N	%	N	%	N	%	N	%
Accounting	2	50.0	2	50.0	0	-	4	100.0
Bus. Mgmt.	5	71.4	1	14.3	1	14.3	7	100.0
Housing	1	100.0	0	-	0	-	1	100.0
Sec. Sci.	4	66.7	2	33.3	0	-	6	100.0
Data Proc.	2	40.0	3	60.0	0	-	5	100.0
Nursing	8	44.4	9	50.0	1	5.6	18	100.0
Vis. Care	5	100.0	0	-	0	-	5	100.0
Carpentry	2	66.7	1	33.3	0	-	3	100.0
BMET	2	66.7	1	33.3	0	-	3	100.0
TOTAL	31	59.6	19	36.5	2	3.8	52	100.0

TABLE IIE
Adequacy of Job Preparation
(Ability to work well with others)

PROGRAM	MORE THAN ADEQUATE		ADEQUATE		INADEQUATE		TOTAL	
	N	%	N	%	N	%	N	%
Accounting	3	75.0	1	25.0	0	-	4	100.0
Bus. Mgmt.	6	85.7	0	-	1	14.3	7	100.0
Housing	1	100.0	0	-	0	-	1	100.0
Sec. Sci.	4	66.7	2	33.3	0	-	6	100.0
Data Proc.	3	60.0	2	40.0	0	-	5	100.0
Nursing	7	38.9	10	55.6	1	5.6	18	100.0
Vis. Care	5	100.0	0	-	0	-	5	100.0
Carpentry	3	100.0	0	-	0	-	3	100.0
BMET	2	66.7	1	33.3	0	-	3	100.0
TOTAL	34	65.4	16	30.8	2	3.8	52	100.0

APPENDIX D

Names and Addresses of Participating Employers

Career Programs	Employer Resonding to Questionnaire
Accounting	Mr. William McConarty, V.P. AMAF Industries, Inc. P.O. Box 1100 Columbia, Maryland 21044
Accounting	Mr. James F. Renfrow, President Keystone 10750 Columbia Pike Silver Spring, Maryland 20901
Accounting	Mr. Robert Jones, Controller General Physics Corp. 100 Century Plaza Columbia, Maryland 21044
Accounting	Mr. Albert Reinach, Controller Giant Food 6400 Sheriff Road Landover, Maryland 20785
Biomedical Engineering	Mr. Wayne Smith, Service Manager Standard Medical Systems 9002 Red Branch Road Columbia, Maryland 20145
Biomedical Engineering	Mr. Edmund Cramp Oxford Medilog 9130-H Red Branch Road Columbia, Maryland 21045
Biomedical Engineering	Mr. David Heirs Beckman Instruments 11961 Tech Road Silver Spring, Maryland 20904
Business	Mr. Jonas Cash Jonas Cash Promotions and Advanced Learning Corp. 9150 Rumsey Road Columbia, Maryland 21045
Business	Ms. Kay Dougherty Office Manager Craig Brokerage Co., Inc. 9121 Red Branch Road Columbia, Maryland 21045

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Business	Mr. Ron Appler Applers Photo Center 31 Normandy Shopping Center Ellicott City, Maryland 21043
Business	Mrs. Carol Burdette Office Manager Linowes and Blocker 8720 Georgia Avenue Silver Spring, Maryland 20910
Business	Ms. Donna M. Bradford Head Teller Southern Ohio Bank 515 Main Street Cincinnati, Ohio 45202
Business	Mr. Kenneth Mays Art Director Manager The Art Department Suite 103 10750 Little Patuxent Parkway Columbia, Maryland 21044
Business	Mr. Michael Hickey Director ETC Howard County Government 3450 Court House Drive Ellicott City, Maryland 21043
Carpentry	Ms. Fran Maloney Operations Manager Allview Inn Route 108 Columbia, Maryland 21044
Carpentry	Mr. Charles Guarino General Supervisor Fordham/Coventry Associates 1307 Wildwood Parkway Baltimore, Maryland 21229
Carpentry	Mr. Larry Smith Superintendent McMahon Door and Erection Co. 10236 Southard Drive Beltsville, Maryland 20705

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Data Processing	Ms. Ginny Myers Manager Data Processing Howard County Board of Education Route 108 Ellicott City, Maryland 21043
Data Processing	Mr. John Tozer Project Leader Educational Data Processing Center 2330 St. Paul Street Baltimore, Maryland 21218
Data Processing	Mr. Charles Phillips Project Manager Group Operators Inc. 1101 Vermont Avenue, N.W. Washington, D.C. 20005
Data Processing	Ms. Grace Dargenio Computer Accounting Corp. 8925 McGaw Court Columbia, Maryland 21045
Data Processing	Mr. R. Mikkelson Manager Software Columbia Data Products 8990 Route 108 Columbia, Maryland 21045
Housing Management	Ms. Hope Armenger Director New Homes Russell T. Baker 6229 N. Charles Street Baltimore, Maryland 21212
Nursing	Mrs. Helen Myers Director of Nursing The James Lawrence Kernan Hospital 200 N. Forrest Park Avenue Baltimore, Maryland 21207
Nursing	Ms. Georgene Batz Head Nurse, 4N St. Agnes Hospital 900 Caton Avenue Baltimore, Maryland 21229
Nursing	Mrs. F. Anderson, R.N. Nursing Division Chief Springfield Hospital Center Sykesville, Maryland 21784

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Nursing	Ms. Grace Broschart Head Nurse Montgomery General Hospital 18101 Prince Phillip Drive Olney, Maryland 20832
Nursing	Mrs. B. Facto Lutheran Hospital 730 Ashburton Street Baltimore, Maryland 21216
Nursing	Mrs. Alice Devlin Head Nurse, 3 West Montgomery General Hospital 18101 Prince Phillip Drive Olney, Maryland 20832
Nursing	Dr. MacDonald K. Hamilton, DDS Chairman Department of Oral and Maxillofacial Surgery University of Maryland School of Dentistry 666 W. Baltimore Street Baltimore, Maryland 21201
Nursing	Ms. Fran Flannery Bon Secours Hospital 2000 W. Baltimore Street Baltimore, Maryland 21223
Nursing	Ms. Pamela Hamburger Head Nurse Johns Hopkins Hospital 601 N. Broadway Street Baltimore, Maryland 21218
Nursing	Ms. Marti Hopler Supervisor, 5W Montgomery General Hospital 18101 Prince Phillip Drive Olney, Maryland 20832
Nursing	St. Agnes Hospital 900 Caton Avenue Baltimore, Maryland 21229
Nursing	Mr. Michael Evans Clinical Head Nurse St. Agnes Hospital 900 Caton Avenue Baltimore, Maryland 21229

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Nursing	Ms. Diane Read Head Nurse North Special Care St. Agnes Hospital 900 Caton Avenue Baltimore, Maryland 21229
Nursing	Mr. Richard Trapane Director of Nurses Taylor Manor Hospital College Avenue Ellicott City, Maryland 21043
Nursing	Ms. Karen Wagner, RN Baltimore County General Old Court Road Randallstown, Maryland 21133
Nursing	Ms. Beth Peach Relief Charge Nurse Baltimore County General Hospital Old Court Road Randallstown, Maryland 21133
Nursing	Mrs. Connie Henderson Head Nurse Johns Hopkins Hospital 601 N. Broadway Street Baltimore, Maryland 21218
Nursing	Dr. Price 11085 Little Patuxent Parkway Suite 103 Columbia, Maryland 21044
Nursing	Ms. Carol Welch Head Nurse Montgomery Unit Springfield Hospital Center Sykesville, Maryland 21784
Nursing	Mr. Gordon Broadfood Nurse Chairman IMCU Maryland Institute for Emergency Medical Services Systems Shock Trauma 22 S. Greene Street Baltimore, Maryland 21201
Secretarial Science	Mr. Cornelius F. Sybert, Jr. Sybert, Sybert & Nippard 3701 Court House Drive Ellicott City, Maryland 21043

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Secretarial Science	Ms. Faye Hartge Branch Office Supervisor Union Mutual One Mall North, Suite 403 Columbia, Maryland 21044
Secretarial Science	Chris Wood Personnel Specialist Howard County Board of Education 10920 Route 108 Ellicott City, Maryland 21043
Secretarial Science	Mr. John Hall Land Design/Research Inc. 5560 Sterrett Place Suite 300 Columbia, Maryland 21044
Secretarial Science	Mr. Eugene Tallia VP Pratt and Whitney Aircraft Group United Technologies Corp. 1125 15th Street, N.W. Suite 500 Washington, D.C. 20005
Secretarial Science	Mr. James E. Dunn, Jr. Staff Assistant to Treasurer Harris Corporation 1025 NASA Boulevard Melbourne, Florida 32919
Secretarial Science	Ms. Jeanne Miles Salut, Inc. P.O. Box 1153 Columbia, Maryland 21044
Vision Care	Dr. David Miller Clinical Director Optometric Center of Maryland 1130 N. Charles Street Baltimore, Maryland 21201
Vision Care	Drs. Morton Davis, Michael and Marsha Kotlicky, and Ronald Berger Optometric Group Practice Columbia Professional Building Columbia, Maryland 21044
Vision Care	Dr. Alfred Iwantsch Chief of Ophthamology U.S.P.H.S. Hospital Eye Clinic 3100 Wyman Park Drive Baltimore, Maryland 21211

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